TAXPAYER ADVOCATE SERVICE
INTERNAL REVENUE SERVICE

May 5, 2006

MEMORANDUM FOR MELISSA R. SNELL, EXECUTIVE DIRECTOR,
CASE ADVOCACY AND AREA DIRECTORS

FROM: Christopher Wagner /s/ *Christopher Wagner*
                               Deputy National Taxpayer Advocate

SUBJECT: English and Spanish Inventory Balancing Procedures and New
                               Spanish Partnership Offices

During the week of February 27, 2006, members of the Workload Intake Team (WIT) met in Washington, DC, to review the results of the nationwide inventory balancing test that commenced on October 3, 2005. The WIT is comprised of both management and National Treasury Employees Union (NTEU) representatives from across the country.

From October to December 2005, the total Taxpayer Advocate Services' (TAS) inventory rose significantly for reasons totally unrelated to the test. The team's objective was to move more offices into a range of a five-case deviation from the national average. We achieved that objective and are continuing with the weekly inventory balancing.

Through management channels the team received feedback on the mechanics of inventory balancing. Based on that feedback and the analysis of test data, the team recommended changes to the procedures used in the test. The most significant of these changes are as follows:

- Shortened the deferral period from "15 or more calendar days" to "seven or more calendar days."
- Calculated an adjustment percentage for staff time dedicated to intake work using a combination of SETR time and incoming receipts by office.
- Selected a "second tier" of case issues (previously ineligible for balancing by the transfer guide) to be used to select cases for transfer when offices cannot transfer the total authorized amount each day.
- Restricted independent area balancing to egregious situations that are elevated to the Director, Business Systems Planning (BSP), for approval.

- Provided for advance deferral status for employees who will be retiring or permanently leaving TAS case advocates jobs, 15 days prior to vacating the position.

- Developed procedures to conduct separate weekly Spanish and English inventory balancing and established new partnerships between offices with and without bilingual case advocates.

The requirement for a Spanish assistor (i.e., a case advocate on a bilingual position description) will take priority over the transfer guide requirements when determining cases for Spanish inventory balancing eligibility. There is a special section in the Spanish procedures that explains how to code the taxpayer's language on the TAMIS Taxpayer screen. As part of developing the separate procedures, the WIT worked with the Bilingual Case Advocate Study Team (BCAST) to establish new partnerships between offices with and without bilingual case advocates. The goal is for bilingual case advocates to work at least 80% Spanish inventory. Attached are the English (Attachment 1) and Spanish (Attachment 2) inventory balancing procedures. The new partnerships are shown on the last page of the Spanish procedures. To ensure that bilingual case advocates receive Spanish cases, each office without bilingual case advocates should transfer any Spanish cases it receives to its partnership office immediately.

For English inventory balancing, offices will continue to apply the transfer guide first when selecting cases eligible for transfer unless an office cannot meet its daily transfer allowance. In those situations, cases with the "second tier" issues will become eligible for transfer.

The revised procedures will be implemented May 15, 2006. For your information, Attachment 3 provides quality and cycle time information for December cum FYs 2005 and 2006.

If there are any questions concerning national inventory balancing, please contact Jack Mannion on 202-622-3907. If there are questions concerning the implementation of the new procedures or the partnerships, your area analysts may contact Claudia Calissie, BSP Senior Analyst, at 202-622-3836.

Attachments
      1 – English Inventory Balancing Procedures
      2 – Spanish Inventory Balancing Procedures
      3 – Quality Review and Cycle Time – December Cum FYs 2005 and 2006

Attachment 1

MANUAL ENGLISH INVENTORY BALANCING PROCEDURES

EACH TAS OFFICE – DAILY

- If an associate advocate (AA) or senior associate advocate (SAA)1 is on extended leave (including annual and sick leave), details outside of TAS, and non-casework assignments (e.g., full-time NTEU/EEO) *for one week or more (i.e., seven or more consecutive calendar days) and less than 45 days2,* change the inactive indicator status on the employee's TAMIS Employee screen to *deferral3* by close of business (COB) the workday prior to scheduled departure.

- By COB one workday prior to the return of the case advocate, change the inactive status indicator to active status on the employee's TAMIS Employee screen.

- If an AA or SAA will be retiring or permanently leaving a case advocate position, the employee may be put in *deferral* status *15 calendar days prior to the scheduled departure date*.

- Offices *may not* put AAs or SAAs used as intake advocates in deferral status.

NATIONAL OFFICE –MONDAY MORNINGS

- Run Eureka reports to determine each office's open English inventory. Open inventory includes:

  - any English4 case where status is not equal to C
  - any criteria code
  - all TAS Congressional cases but does not include Governmental Liaison and Legislative Affairs Congressional cases
  - all regular and reopen cases
  - 50% of bulk cases (see definition under Bulk Receipts, below)

- Run Eureka reports to determine the number of AAs and SAAs available in each office (i.e., active status on TAMIS Employee screen).

- Obtain the following information from the Eureka reports:

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1 All references in this document to AAs and SAAs refer to case advocates who are *not* on bilingual position descriptions.

2 If a case advocate will be out of the office for more than 45 days, his/her status should be changed to *inactive* and his/her open inventory should be reassigned.

3 Deferral status does not require a reassignment of the case advocate's open inventory.

4 "English" case means any case where the taxpayer's language is other than Spanish.

- the total number of active AAs/SAAs in each office
- the open English inventory for each office
- the national average English inventory per case advocate (i.e., open English inventory divided by number of active AAs and SAAs)

- Adjustments will be made automatically for the following:

  - permanent part-time employees;
  - intake work done by the office (see Appendix A for the adjustments for each office).

- Use the following requirements to determine which offices are eligible to receive or send cases for English inventory balancing and the number of English cases per day per week.

  - The standard used to compare offices' English inventories per case advocate will be the national average English inventory per AA/SAA.
  - Any office +/- five cases from the national average is eligible to send or receive cases for inventory balancing.
  - National Office will attempt to keep movement of cases within the same or one time zone.
  - The maximum number of cases that may be transferred to one site for inventory balancing is one case per active AA/SAA per day.

- Each office will have *two designated recipients* for inventory balancing e-mail messages. By 8:30am EST National Office will send each affected office and its area the following information by e-mail:

  - number of cases that may be balanced per day for the week
  - the office(s) that should be recipients of the transfers and the office(s) that will be sending inventory (*Note:* One office may send receipts to more than one office for inventory balancing.)

- When the inventory balancing for the week has been determined, all inventory balancing coordinators will receive an e-mail providing the national average English inventory and a summary of the English transfers for the week.

CASE ELIGIBILITY FOR INVENTORY BALANCING

- The following types of cases *are eligible* for inventory balancing:

  - *new receipts only* – This will be English language5 cases received after an office opens on Monday morning of each week or cases received on the previous Friday that *were not* loaded on TAMIS. (*Note:* Cases received and loaded on Fridays

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5 "English language" cases means cases where the taxpayer's language is not Spanish.

that are not assigned to case advocates will be counted in open inventory and not eligible for inventory balancing in a subsequent week.)

- o non-filers that meet the new receipt definition (previous bullet)
- o correspondence specifically addressed to a local/campus office and cases addressed to the local taxpayer advocate (LTA) (***Note:*** Follow procedures in IRM 13.1.7.4.4(3) that meet the new receipt definition (previous bullet).)

- Cases that ***are not eligible*** for inventory balancing are:

  - o cases that must be transferred per the transfer guide
  - o TAS Congressional cases
  - o cases originating from the National Taxpayer Advocate's office
  - o Senate Finance Committee (SFC) cases
  - o Small Business Regulatory Enforcement Fairness Act (SBREFA) cases
  - o reopened cases
  - o cases meeting the bulk definition (see definition under Bulk Receipts, below)
  - o I-TRAK (formerly ECMS) cases

- Before transferring a case for inventory balancing, apply the Exhibit IRM 13.1.7-7, Transfer Guide6, to determine if the case should be transferred to another office per the guide. (***Note:*** This means that if the transfer guide says the case should be worked at the home office, the case cannot be included in inventory balancing. The "Assignment of Work" memorandum dated July 22, 2005, clearly states that cases referenced in the transfer guidelines and the exceptions to the transfer guidelines are not eligible for inventory balancing.)

- Per the "Assignment of Work" memorandum dated July 22, 2005 – Cases should not be transferred multiple times since this is generally not in the taxpayer's best interest. Cases that must be transferred in order to balance inventories should not be transferred again. Other cases should not be transferred more than one time unless it is in the best interest of the taxpayer ***and*** the taxpayer agrees to the transfer.

- **EXCEPTION:** If, however, a sending office ***cannot meet its daily allotment of cases to transfer*** for inventory balancing, it may review its ***receipts and transfers-in*** for one of the issues listed below. ***Only these issues*** are allowed as an ***exception*** to the transfer guidelines for inventory balancing if and only if an office has a problem meeting its daily allotment of cases to transfer. This exception ***only applies*** to offices eligible to transfer out work under the national balancing procedures. The following chart provides the only exceptions:

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6 The April 21, 2006, version of the Transfer Guide supersedes all previous versions of the Transfer Guide, including the one found in IRM 13.1.7.

Excerpt7 from current Transfer Guidelines:

ISSUE	ISSUE CODE	NORMALLY TRANSFERRED TO:
AIMS Control – Open	610	Transfer to campus or local office with open AIMS control based on AIMS Assignee code. Refer to Employee Group Contact List, under Contacts, on the AIMS web site at: http://sbse.web.irs.gov/AIMS/
Automated Substitute for Return (ASFR) Assessment Reconsideration: TC 290 assessment with blocking series 540-549 or 640-649	620, 760	Based on taxpayer's BOD: • W&I: Fresno Campus • SB/SE: Brookhaven Campus • International: Philadelphia Campus
Automated Underreporter (AUR) – Closed	670	Campus of the DLN assessment
Examination (open)	610	See AIMS control and RPS sections of this Exhibit http://sbse.web.irs.gov/AIMS/
Revenue Protection Strategy (RPS) Project Code 600 Series		
Open RPS case	630	Campus of open AIMS control
Closed RPS case	639	Campus of disallowance DLN
EITC Recertification (Form 8862)	640	Campus where taxpayer files

- Use *TAMIS transfer reason code 0 (zero)* when transferring any case for national inventory balancing.

- Area balancing is only allowed for egregious situations and ***must*** be coordinated with the Director, Business Systems Planning (TA:BSP), or his designated employee.

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7 The first and third columns are extracted from the transfer guide. The primary issue code column provides additional information about the issue involved.

TIME REQUIREMENTS FOR TRANSFERRING CASES FOR INVENTORY BALANCING

- All cases must be transferred out of the local/campus office within one workday from the TARD.

- There will be no catch up if the number of cases per day is not met. For example: If an office can transfer five cases per day and does not receive five cases one day during the week, the office cannot send ten cases a subsequent day.

- All transfers for the day must be done by noon local time.

- Use the first in/first out method for selecting cases for inventory balancing.

   - If you are using Desktop Integration (DI) to review and accept cases, the cases are listed in first in/first out order.
   - If the cases have been accepted in TAMIS and you are using the TAMIS inventory screen, the cases are listed in criteria code order. To select cases, use a sequential order by case file number to transfer cases.

- If offices are sending cases to more than one office, alternate the receiving offices to avoid overloading one particular office each day.

BULK RECEIPTS

- If your office receives cases that meet the following definition for *bulk receipts*, enter **BULK** (all caps) in the local use2 field on the TAMIS Taxpayer Screen (5 of 5).

   Bulk receipts are those involving a group of cases (15% or more of open inventory) that generally originate from a single source or are created by the same event and impact multiple taxpayers. Some of the attributes of bulk/special processing cases are:

   - same issue(s)
   - require same or similar action(s)
   - identified around the same time
   - like kind of work
   - long idle time between actions
   - cases related to one another (e.g., same specific issue, same individual/business involved, one power of attorney with same problem affecting several taxpayers)
   - originate from one source

ADJUSTMENTS FOR INVENTORY BALANCING

PERMANENT PART-TIME EMPLOYEES

The following adjustments will be made weekly for permanent part-time employees:

Office	# PT Employees	Adjustment
AUSC	60%	-0.4
BSC	80%	-0.65
	75%	
	80%	
Buffalo	80%	-0.8
	80%	
	60%	
Hartford	55%	-0.45
Jacksonville	75%	-0.5
	75%	
International	75%	-0.25

INTAKE WORK ADJUSTMENT

Office		Adjmt	Office		Adjmt
01	Augusta	-0.149	49	MSC	-0.537
02	Portsmouth	-0.148	51	Wilmington	-0.185
03	Burlington	-0.068	52	Baltimore	-0.503
04	Boston	none	54	Richmond	none
05	Providence	-0.072	55	Parkersburg	-0.178
06	Hartford	-0.476	56	Greensboro	-0.573
07	ATSC	-0.861	57	Columbia	-0.399
08	ANSC	-0.933	58	Atlanta	-0.845
09	KCSC	-1.177	59	Jacksonville	-2.154
11	Brooklyn	-0.436	61	Louisville	-0.359
13	Manhattan	-0.651	62	Nashville	-1.054
14	Albany	-0.327	63	Birmingham	-0.520
16	Buffalo	-1.287	64	Jackson	-0.637
17	CSC	-0.520	65	Ft. Lauderdale	-1.563
18	AUSC	none	66	International*	-1.059
19	BSC	-1.611	71	Little Rock	-0.493
22	Springfield, NJ	-1.228	72	New Orleans	-0.707
23	Philadelphia	-0.606	73	Oklahoma City	-0.520
25	Pittsburgh	-0.642	74	Austin	-0.579
28	PSC	-1.373	75	Dallas	-0.600
29	OSC	none	76	Houston	-0.736
31	Cincinnati	-0.858	81	Helena	-0.147
33	Laguna Niguel	-1.214	82	Boise	-0.036
34	Cleveland	-0.891	83	Cheyenne	-0.042
35	Indianapolis	-0.975	84	Denver	-0.776
36	Chicago	-1.112	85	Albuquerque	-0.203
37	Springfield, IL	-0.410	86	Phoenix	-1.126
38	Detroit	-1.010	87	Salt Lake City	-0.193
39	Milwaukee	-0.583	88	Las Vegas	-0.359
41	St. Paul	-0.402	89	FSC	none
42	Des Moines	-0.212	91	Seattle	-1.591
43	St. Louis	-2.079	92	Anchorage	-0.316
45	Fargo	-0.339	93	Portland	-0.702
46	Aberdeen	-0.142	94	Oakland	-1.869
47	Omaha	-0.196	95	Los Angeles	-1.496
48	Wichita	-0.253	99	Honolulu	-0.311

Adjustments have changed in the yellow highlighted boxes.

* Adjustment for Spanish inventory balancing only.

Attachment 2

MANUAL SPANISH INVENTORY BALANCING PROCEDURES

Spanish cases will be worked only by bilingual case advocates (BCAs) (i.e., those on bilingual position descriptions) located in certain TAS offices nationwide. All other language cases (which will mostly be English) will be worked by non-bilingual case advocates.

EACH TAS OFFICE WITH BCAs – DAILY

- If a bilingual associate advocate (BAA) or bilingual senior associate advocate (BSAA) is on extended leave (including annual and sick leave), details outside of TAS, and non-casework assignments (e.g., full-time NTEU/EEO) *for one week or more (i.e., seven or more consecutive calendar days) or less than 45 days8*, change the inactive indicator status on the employee's TAMIS Employee screen to *deferral9* by close of business (COB) the workday prior to scheduled departure.

- By COB one workday prior to the return of the case advocate, change the inactive status indicator to active status on the employee's TAMIS Employee screen.

- If a BAA or BSAA will be retiring or permanently leaving a case advocate position, the employee may be put in *deferral* status *15 calendar days prior to the scheduled departure date.*

- Offices *may not* put BAAs or BSAAs used as intake advocates in deferral status.

NATIONAL OFFICE – MONDAY MORNINGS

- Run Eureka reports to determine each office's open Spanish inventory. Open inventory includes any case where the TP language is Spanish and:

  - status is not equal to C
  - any criteria code
  - all TAS Congressional cases but does not include Governmental Liaison and Legislative Affairs Congressional cases
  - all regular and reopen cases
  - 50% of bulk cases (see definition under Bulk Receipts, below)

- Run Eureka to determine the number of BCAs (BAAs and BSAAs) available in each office (i.e., active status on TAMIS Employee Screen).

- Obtain the following information from the Eureka report:

  - the total number of active BAAs/BSAAs in each office
  - the open Spanish inventory for each office

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8 If a BCA will be out of the office for more than 45 days, his/her status should be changed to *inactive* and his/her inventory should be reassigned.
9 Deferral status does not require a reassignment of the BCA's open inventory.

- o the national average Spanish inventory per bilingual case advocate (i.e., open Spanish inventory divided by the number of active BAAs and BSAAs).

- Adjustments will be made automatically for permanent part-time bilingual case advocates.

- Use the following requirements to determine which offices are eligible to receive or send Spanish cases for inventory balancing and the number of Spanish cases per day per week.

  - o The standard used to compare offices Spanish inventory per BCA will be the national average Spanish inventory per BCA.
  - o Any office +/- five cases from the national Spanish average is eligible to send or receive cases for inventory balancing.
  - o National Office will attempt to keep movement of cases within the same time zone.
  - o The maximum number of cases that may be transferred into a site for inventory balancing is one case per active BCA per day.

- Each office will have *two designated recipients* for inventory balancing e-mail messages. By 8:30am EST National Office will send each affected office and its area the following information by e-mail:

  - o number of Spanish cases that may be balanced per day for the week
  - o the office(s) that should be recipients of the transfers and the office(s) that will be sending inventory (*Note:* One office may send receipts to more than one office for inventory balancing.)

- When the inventory balancing for the week has been determined, all inventory balancing coordinators will receive an e-mail providing the national Spanish average inventory and a summary of the transfers for the week.

CASE ELIGIBILITY FOR INVENTORY BALANCING

- The following types of cases *are eligible* for inventory balancing:

  - o *new Spanish language receipts only* – This will be cases where the taxpayer language is Spanish that are received after an office opens on Monday morning of each week or cases received on the previous Friday that *were not* loaded on TAMIS. (*Note:* Cases received and loaded on Fridays that are not assigned to case advocates will be counted in open inventory and not eligible for inventory balancing in a subsequent week.)

- o non-filers that meet the new receipt definition (previous bullet)
- o Spanish correspondence specifically addressed to a local/campus office and Spanish cases addressed to the local taxpayer advocate (LTA) (***Note:*** Follow procedures in IRM 13.1.7.4.4(3).) that meet the new receipt definition (previous bullet)

- All Spanish cases, except those involving Criminal Investigation (CI) issues, are eligible for transfer. For the purpose of national inventory balancing, the language takes precedence over the transfer guide. If a Spanish CI case is received in an office without a BCA, the office should work with its area to secure permission from the Director, Management Accountability, Policy, and Strategy (TA:MAPS)10, to transfer the case to a TAS office with a BCA co-located with a Fraud Detection Center.

- If your office has no BCAs to work Spanish cases, use the partnership chart below to determine to which TAS office the incoming case must be transferred. The Spanish language takes precedence over any transfer guide rules (see exception in the previous bullet).

- Per the "Assignment of Work" memorandum dated July 22, 2005 – Cases should not be transferred multiple times since this is generally not in the taxpayer's best interest. However, a transfer to an office with a BCA to work the case does not count as a transfer for this purpose.

- Use ***TAMIS transfer reason code 0 (zero)*** when transferring any case for national inventory balancing.

- Area balancing is only allowed for egregious situations and must be coordinated with the Director, Business Systems Planning (TA:BSP), or his designated employee.

TIME REQUIREMENTS FOR TRANSFERRING CASES FOR INVENTORY BALANCING

- All cases must be transferred out of the local/campus office within one workday from the TARD.

- There will be no catch up if the number of cases per day is not met. For example: If an office can transfer 25 cases per week (i.e., five per day) and does not have five cases one day during the week, the office cannot send ten cases a subsequent day.

- All transfers for the day must be done by noon local time.

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10 Area analysts may call Nancy Sitzberger at 414-231-2379.

- Use first in/first out for selecting cases for inventory balancing.

  - If you are using Desktop Integration (DI) to review and accept cases, the cases are listed in first in/first out order.
  - If the cases have been accepted in TAMIS and you are using the TAMIS inventory screen, the cases are listed in criteria code order. To select cases, use a sequential order by case file number to transfer cases.

- If offices are sending cases to more than one office, alternate the receiving offices to avoid overloading one particular office each day.

NOTATION OF SPANISH AS THE TAXPAYER'S LANGUAGE ON TAMIS

- When documenting cases on Desktop Integration or TAMIS, the user should ensure that the taxpayer's language is coded correctly. Code the taxpayer language according to the language which the taxpayer wants to use when discussing his or her problem with a case advocate.

- Sometimes a taxpayer may have a power of attorney (POA). The Form 2848, Power of Attorney and Declaration of Representative," states in box 7 that "original notices and other written communications will be sent to you [i.e., taxpayer] and a copy to the first representative listed on line 2." *If box 7b is checked*, the taxpayer is telling the IRS not to send notices or other written communication to the POA. However, *if box 7b is not checked*, all TAS written correspondence should be sent to the taxpayer and the POA and written in English if the POA speaks English.

BULK RECEIPTS

- If your office receives cases that meet the following definition for *bulk receipts*, enter **BULK** (all caps) in the local use2 field on the TAMIS Taxpayer Screen (5 of 5).

  Bulk receipts are those involving a group of cases (15% or more of open inventory) that generally originate from a single source or are created by the same event and impact multiple taxpayers. Some of the attributes of bulk/special processing cases are:

  - o same issue(s)
  - o require same or similar action(s)
  - o identified around the same time
  - o like kind of work
  - o long idle time between actions
  - o cases related to one another (e.g., same specific issue, same individual/business involved, one power of attorney with same problem affecting several taxpayers)
  - o originate from one source
  - o involve multiple taxpayers

PARTNERSHIPS BETWEEN OFFICES WITH AND WITHOUT BCAS

If your office has no BCAs to work Spanish cases, use the partnerships indicated below and transfer the case immediately to the appropriate office.

BILINGUAL PARTNERSHIPS FOR SPANISH INVENTORY BALANCING

AREA/OFFICE	Partner Office	AREA/OFFICE	Partner Office
NATIONAL		Area 5 - Dallas	
Area 1 - NY/NE		Austin	
Albany	KCSC	Dallas	
Augusta	KCSC	Des Moines	St. Louis
Boston	KCSC	Houston	St. Louis
Brooklyn	KCSC	Oklahoma City	St. Louis
Burlington	KCSC	Omaha	St. Louis
Buffalo	KCSC	St. Louis	
Hartford	KCSC	St. Paul	St. Louis
Manhattan	KCSC	Wichita	St. Louis
Portsmouth	KCSC	Austin Campus	
Providence	KCSC	Kansas City Campus	
Andover Campus		Area 6 - Seattle	
Brookhaven Campus		Aberdeen	Portland
Area 2 - Richmond		Albuquerque	
Baltimore	Phil	Boise	Portland
Columbia	Wilm	Cheyenne	Portland
Greensboro	Wilm	Denver	
Parkersburg	Wilm	Fargo	Portland
Philadelphia		Helena	Portland
Pittsburgh	Phil	Phoenix	
Richmond	Phil	Portland	
Springfield, NJ	Phil	Salt Lake City	Portland
Wilmington		Seattle	
Philadelphia Campus		Ogden Campus	
Area 3 - Se/Intl		Area 7 - Oakland	
Atlanta		Anchorage	Seattle
Birmingham	Albuquerque	Honolulu	Seattle
Ft. Lauderdale		Laguna Niguel	
Jackson	Albuquerque	Las Vegas	Seattle
Jacksonville		Los Angeles	
Little Rock	Albuquerque	Oakland	Seattle
International**		Fresno Campus	
New Orleans	Albuquerque		
Atlanta Campus			
Area 4 - Midwest			
Chicago	Phoenix		
Cincinnati	Phoenix		
Cleveland	Phoenix		
Detroit	Phoenix		
Indianapolis	Phoenix		
Louisville	Phoenix		
Milwaukee	Phoenix		
Nashville	Phoenix		
Springfield, IL	Phoenix		
Cincinnati Campus	Phoenix		
Memphis Campus	Phoenix		

Attachment 3

QUALITY REVIEW AND CYCLE TIME - December cum FY 2005 vs. December cum FY 2006

Office	Rec/Send	# of Times	QR % Chg	Cycle % Chg
Servicewide			-1.7%	2.4
Brooklyn	R	1	-5.0%	-6.0
Springfield NJ	R	1	-6.5%	4.9
Atlanta	R	1	1.1%	-6.4
Nashville	R	1	0.9%	7.1
Oklahoma City	R	1	-4.5%	14.9
Phoenix	R	1	-0.6%	6.2
Seattle	R	1	-9.7%	-9.5
New Orleans	R	2		43.7
Jackson	R	2	-4.8%	4.4
Louisville	R	2	4.6%	-4.3
Cleveland	R	2	0.9%	-3.4
Wilmington	R	3	-6.3%	14.8
Springfield Il	R	3	-6.8%	9.6
Boise	R	3	8.0%	-13.2
Las Vegas	R	3	-3.4%	-16.3
CSC	R	4	-4.8%	-3.0
	R	4	-	-15.9

Laguna Niguel			3.6%	
Burlington	R	5	-4.7%	24.1
Parkersburg	R	5	6.4%	-9.5
OSC	R	5	4.0%	2.5
Aberdeen	R	5	2.7%	6.6
Indianapolis	R	6	1.9%	1.5
Detroit	R	6	1.1%	-0.5
Milwaukee	R	6	1.3%	2.6
Helena	R	6	7.4%	12.2
Columbia	R	7	4.1%	-10.1
Portland	R	7	-1.2%	5.4
Ft Lauderdale	R	8	-2.0%	7.6
Houston	R	10	-0.1%	3.9
Providence	R	11	-1.4%	-1.3
MSC	R	11	-8.9%	-8.4
Augusta	S	1	-1.0%	2.5
Philadelphia	S	1	-0.1%	1.8
Little Rock	S	1	1.8%	5.8
Chicago	S	1	3.3%	12.4
Denver	S	1	3.1%	10.9
Jacksonville	S	2	-2.3%	5.8

Cincinnati	S	2	1.0 %	4.1
St Louis	S	2	4.3 %	-7.1
Austin	S	2	-2.2 %	-2.8
ANSC	S	3	6.2 %	16.3
Des Moines	S	3	-1.6 %	-12.2
Richmond	S	4	1.6 %	-12.3
International	S	4	-1.5 %	-2.9
St Paul	S	4	2.3 %	15.7
Baltimore	S	5	-4.7 %	-19.0
Salt Lake City	S	5	-2.1 %	6.6
Wichita	S	8	-3.3 %	2.4
Manhattan	S	10	-6.1 %	-9.3
BSC	S	12	3.3 %	-12.9
ATSC	S	12	-3.1 %	-12.4
AUSC	S	12	-7.3 %	9.1
Hartford	X		-7.1 %	0.1
Boston	X		1.6 %	2.2
Portsmouth	X		-8.5 %	26.0
Albany	X		-2.8 %	11.3

Buffalo	X		-2.2%	-4.3
Greensboro	X		-1.8%	-8.9
Pittsburgh	X		1.0%	-6.2
PSC	X		-7.3%	-24.9
Birmingham	X		-3.1%	11.3
KCSC	X		-8.1%	4.9
Omaha	X		3.3%	-11.5
Dallas	X		-5.5%	12.4
Fargo	X		-6.7%	-19.0
Albuquerque	X		0.5%	-3.4
Cheyenne	X		1.1%	9.3
Anchorage	X		-6.3%	-12.6
Los Angeles	X		-1.1%	6.5
Oakland	X		-1.8%	2.3
FSC	X		-1.0%	-2.1
Honolulu	X		-5.5%	1.0
Area Office 1			2.1%	-4.3
Area Office 2			-3.3%	-13.6

Area Office 3			-2.0%	-3.0
Area Office 4			-2.3%	-0.6
Area Office 5			-4.0%	6.0
Area Office 6			-0.5%	1.0
Area Office 7			-1.9%	-4.4

LEGEND:

R = received cases for inventory balancing

S = sent cases for inventory balancing

X = did not participate in inventory balancing

number = number of times the office participated in inventory balancing during the first 90 days